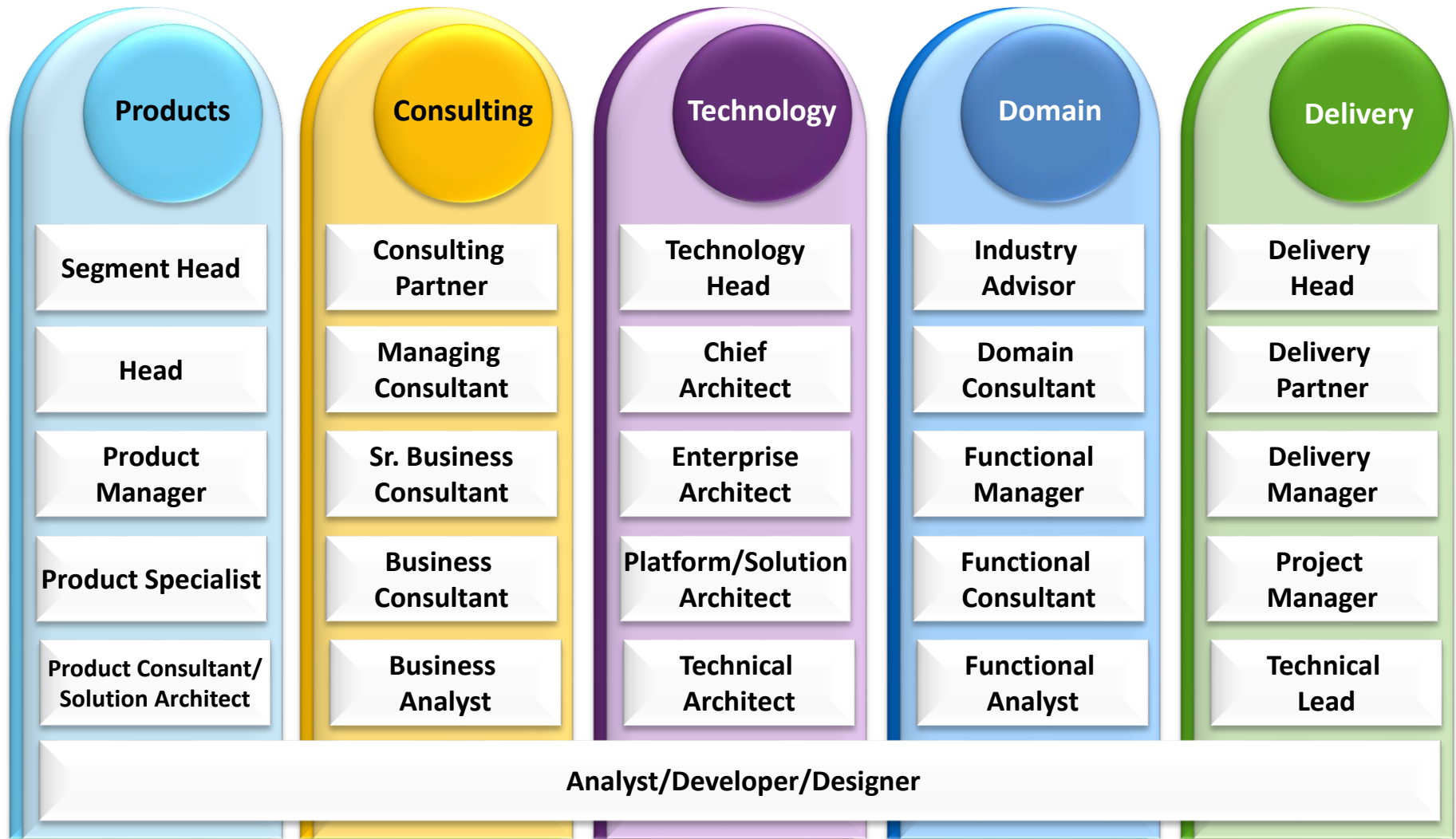


TCS Career Streams



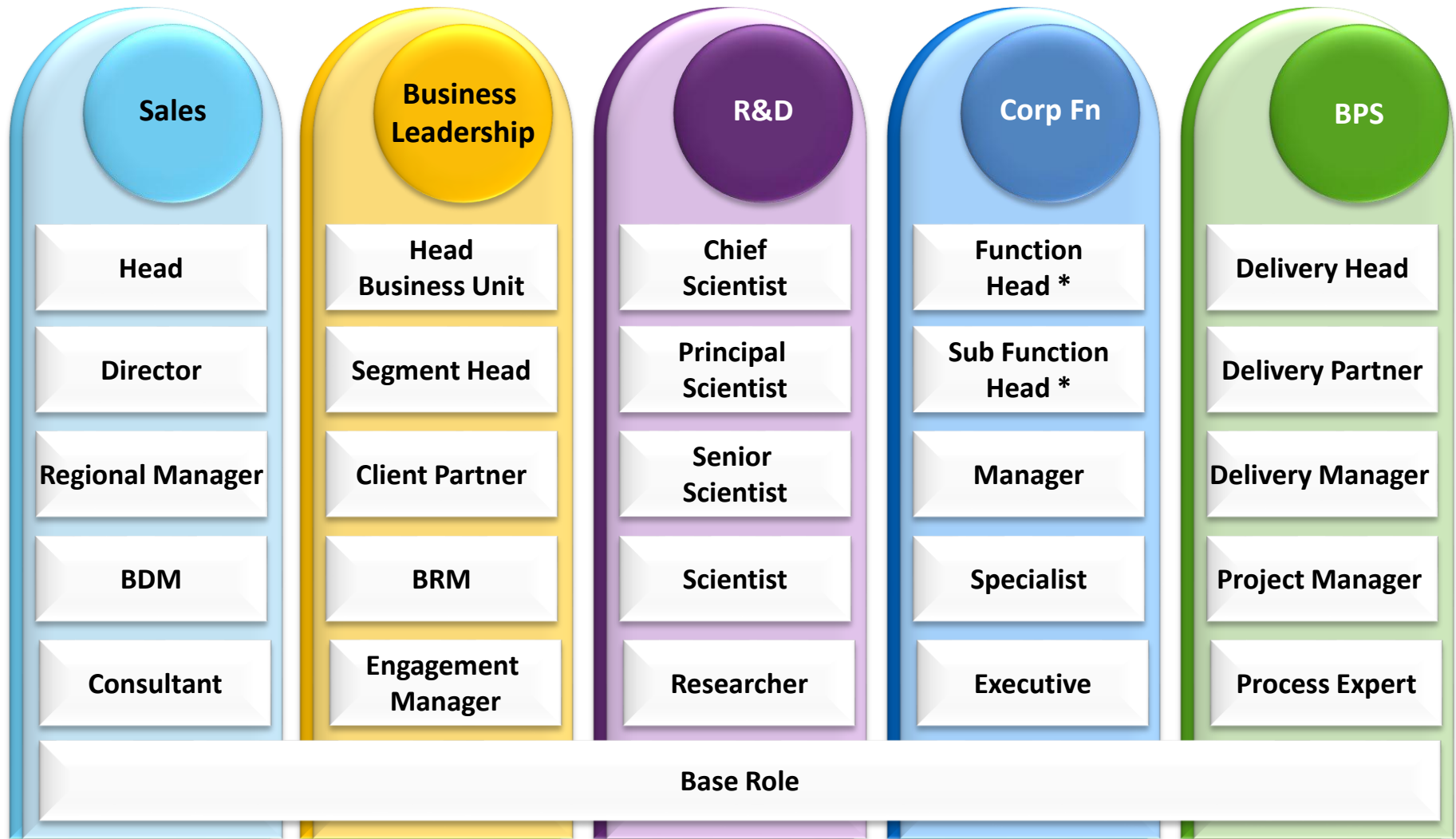
December 7,
2015

Career Streams



Note: Roles do not indicate hierarchy or parity

Career Streams



Note: Roles across streams do not indicate parity

** Role is Head and the Function/Sub Function/Product/Product Group Name will be the Job Area*

Planning your Individual Career Path

Important points to keep in mind when planning your career path

- Career Paths/Streams mentioned here are Generic. Their interpretation with respect to project type, project size, technology, domain/sub-domain, industry vertical, geography has been avoided, allowing you the flexibility to chalk out your own career path
- Roles across Streams are not comparable
- Role rotation at appropriate levels, into other career streams is possible based on aspiration, performance, expected competence and organizational requirements
- The ownership of developing one's career is the sole responsibility of the individual
- The Basic aspects involved in affecting employee career growth include employee competence, role performance, individual aspiration and work opportunity
 - Employee competence includes the requisite competence with respect to a set of competencies required to perform a role successfully. It is an aid to developing the desired career using various development mechanisms available

Planning your Individual Career Path

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Planning your Individual Career Path (Contd..)

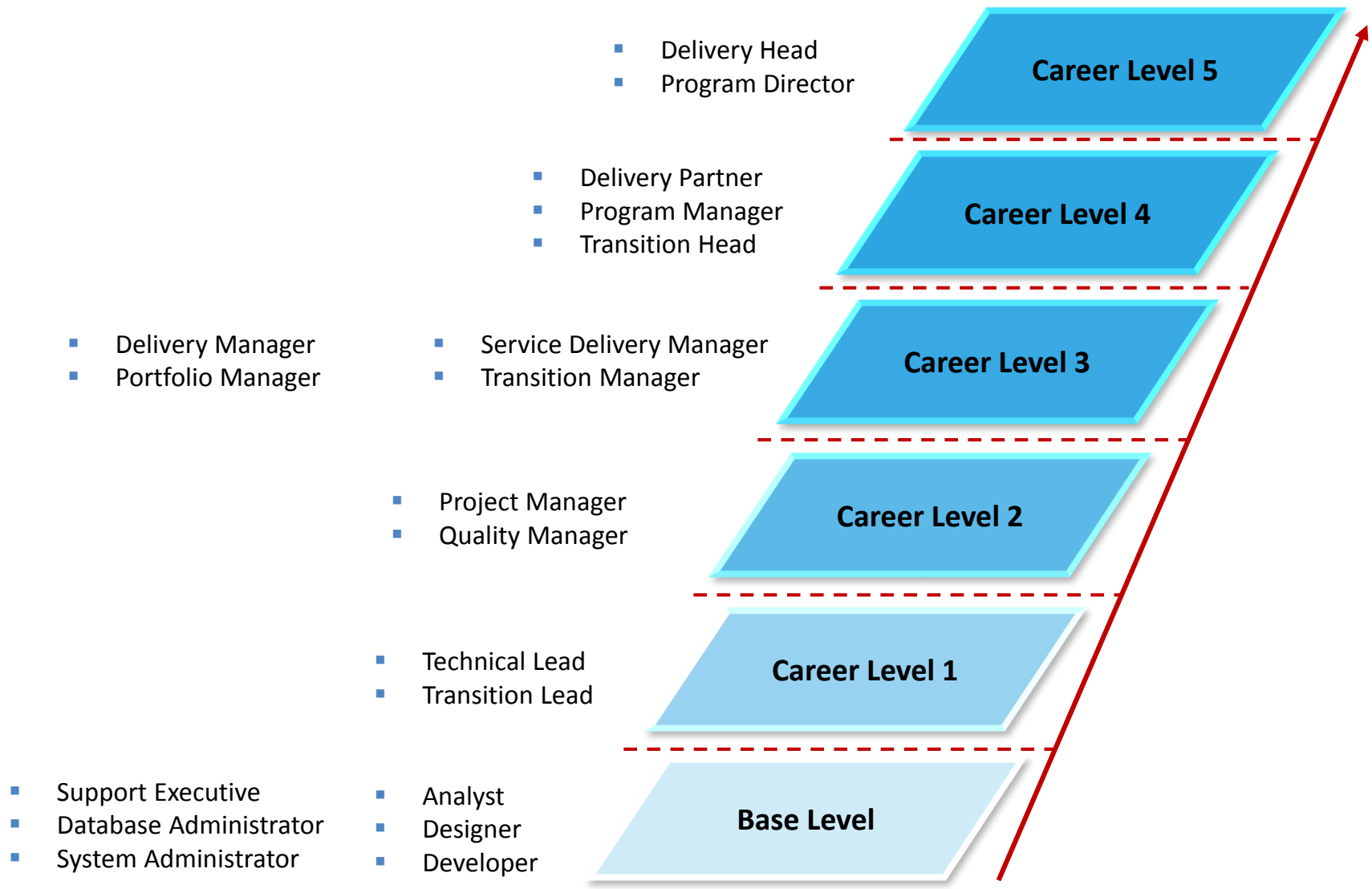
Important points to keep in mind when planning your career path

- Role performance necessitates performing the required role putting ones best effort. It is the yard stick to know where one has reached with respect to fulfilling the role. Thus it is the measure for role and career success
- Individual Aspiration is the inspiration that employee needs to have to plan his career goals. It is the vision that one needs to have in order to build a robust career
- Work Opportunity are the opportunities, assignments, projects which can be undertaken to enhance ones career in the organization. It is the ladder the employee can use to develop, discover and shape careers

Delivery Career Stream



Delivery - Career Levels



Base Level – Project Execution

Roles	Support Executive	Designer	Developer	Analyst	Database Administrator	System Administrator
Prerequisites	<ul style="list-style-type: none"> Should have a minimum of 1-5 years of experience Should have undergone training at ILP and Project Specific training Should have cleared basic ITIL test for service management roles Should possess an internal or external certification on a particular technology Should hold the below mentioned competencies : Software Security - E0; Quality Management for Delivery - E0; Knowledge Management – E0; Software Estimation - E0; Business Analysis - E1 (For Analyst and Designer); Service Management - E0 (for service delivery roles) 					
Key Responsibilities	Interacts with the users/customers for tickets related to requests and incidents logged by the users to resolve them within the SLAs and to the users/customer satisfaction	Understands various high level process flows by conducting detailed analysis of requirements and formulates the functional / technical design document	Develops code as per the documented requirement and applicable coding standards.	Interacts with customer user groups, conducts interviews and gathers business requirements.	Develops and designs database strategies and does data modelling.	Ensures that the uptime, performance, resources and security of the computer systems meet user needs.
	Proactively monitors and handles job/process failures and other system/application incidents for ensuring desired uptime and performance	Defines the high /low level design and the relationship between various modules with respect to security and inter-dependencies.	Integrates developed application with any other existing/new applications and databases	Analyses the business requirements, identifies constraints, interfaces, dependencies etc. and prepares the business requirement document.	Monitors database systems and improves capacity and performance of the databases through memory management, performance tuning etc.	Sets up computer systems e.g. servers, does periodic checking, analyzes the issues and implements fault tolerant systems
	Identifies root causes of the problems in the system and drives performance improvement	Contributes to design automation to improve design efficiency and optimization.	Ensures quality of the developed code by doing code walkthrough and testing.	Interacts the design and development team to provide clarifications on the business requirement and review system test plan etc.	Plans, co-ordinates and implements security measures to safeguard the databases.	Performs periodic backup of data and automates reporting tasks, executes hardware and software updates when necessary.
Behavioural Attributes	Innovation & Creativity Analytical Ability Customer Orientation					

Career Level 1 – Team Management

Roles	Technical Lead	Transition Lead
Prerequisites	<ul style="list-style-type: none"> Should have spent a minimum of 3 years in the base roles (IT/Support) Should be well versed with SDLC and the different methodologies. Should hold the below mentioned competencies PI/Lean Six Sigma – E0; Knowledge Management – E0; Software Security - E0; Project Management – E0; Service Management – E0; Software Estimation - E0; Quality Management - E1 	
Key Responsibilities	Interacts with customers/users on operational aspects of project related to solution/service delivery, issues etc.	Prepares Pre-Due Diligence Questionnaire, collates pre- Due Diligence information and identifies gaps; Creates detailed transition plan, tracks progress and reports status on daily/weekly basis
	Leads the technical implementation and functions as a point of escalation for resolution of technical matters	Identifies training gaps and ensures completion of training activities. Escalates resource, delayed project phases and other planning issues to management on time.
	Ensures quality of requirement analysis, design, development and overall solutions and services being delivered; Ensures quality control through reviews, inspections and testing of the work items	Tracks progress and reports status of milestone tasks/secondary support activities to Transition Manager.; Identifies & implement process & technical improvements
Behavioural Attributes	Interpersonal Skill Customer Orientation Analytical Ability	Customer Orientation Coaching Analytical Ability



Career Level 2 – Project Management

Roles	Project Manager	Quality Manager
Prerequisites	<ul style="list-style-type: none"> Should have Minimum of 8 years of IT/Support experience with at least 2 years in the previous level Should have completed any one external certification like PMP or Prince 2 Practitioner, apart from WBTs and ITLs Should hold the below mentioned competencies : Software Security, Knowledge Management, Procurement Management - E0; PI/Lean Six Sigma, Software Estimation & Service Management - E1; Quality Management for Delivery, Project Management & Internal Auditing - E2 	
Key Responsibilities	Manages customer needs and expectations, through regular project status updates, requirements management, issue resolution, and acting on customer feedback.	Maintain process assets (tailoring guidelines, best practices, lessons learnt, and checklists for processes and products) in alignment with the requirements of TCS quality management processes.
	Shares project objectives and requirements with all stakeholders and gets commitment; Develops effective plan for project by defining scope and estimation of project parameters	Ensures project complies to the applicable quality management processes and meets the quality objectives of the project.
	Identifies project risks, plans mitigation strategies, and articulates contingency plan; Ensures appropriate use of methods, tools and techniques in project	Analyze the data collected from different systems used by the project to pro-actively monitor the health of the projects and identify issues/risks for resolution.
Behavioural Attributes	Interpersonal Skill Customer Orientation Analytical Ability	



Career Level 3 – Project Management

Roles	Portfolio Manager	Delivery Manager	Transition Manager	Service Delivery Manager
Prerequisites	<ul style="list-style-type: none"> Should have Minimum of 10 years of IT/Support experience, with 3 years in basic project management Should have completed PMP or Prince 2 Practitioner certification, apart from WBTs and ITLs. Should hold ITIL certification in any one specialized area (for service management roles) Should have conducted at least one PI or Lean Six Sigma project in a year Should be a qualified auditor Should hold the below mentioned competencies : Software Security, Knowledge Management, Procurement Management - E0; PI/Lean Six Sigma, Software Estimation & Service Management - E1; Quality Management for Delivery, Project Management & Internal Auditing - E2 			
Key Responsibilities	Provides project delivery QA/oversight and direction to the project managers in the portfolio; Serves as the escalation/resolution point for issues/risks/challenges raised in the portfolio	Manages financial health of the projects including budgeting, billing/invoicing, profitability, EVA, realization, cost management, etc.	Works closely with the Pre-Sales team to provide input (Transition Plan, Timelines, Risks, etc.) to a transition solution that will address the client's needs, involving the completion of a proposal	Ensures Service Delivery as per service level agreement defined in the contract; Liaises with Customer to understand expectation, clarify doubts and receive feedback
	Performs all monthly and annual financial planning, management, and reporting across the portfolio of projects	Supports the pre-sales and sales team in Business Development within the account; Interacts with customers to manage expectations, and ensure smooth project execution to achieve high customer satisfaction	Interviews and identifies Due Diligence (DD) team. Sets expectations to DD team and explains the processes/artifacts (checklists, templates etc.) to be used	Publishes Service Dashboard on a periodic basis showing account health and areas needing additional oversight
	Provides consistent and quality status reporting across the portfolio of projects (individual project status reports) as well as a portfolio status dashboard	Govern and drive action planning and closure of customer feedback/comments for all projects in collaboration with the Project Manager.	Owns transition activities and publishes transition dashboard. Ensures transition to service delivery handover post transition phase.	Conducts periodic review of operations and collects feedback from Client & Internal Management on operational efficiency
Behavioural Attributes	Coaching Customer Orientation Analytical Ability			

Career Level 4 – Program/Account Management

Roles	Delivery Partner	Program Manager	Transition Head
Prerequisites	<ul style="list-style-type: none"> Should have a minimum of 14 years of IT experience, of which at least 3 years in the previous level. Should have management experience with large projects Should hold the following competencies : Software Security, Knowledge Management & Service Management - E0 PI/Lean Six Sigma, Software Estimation & Procurement Management - E1; Quality Management for Delivery - E2; Project Management, Program Management & Internal Auditing – E3 	<ul style="list-style-type: none"> Should have a minimum of 14 years of IT experience, of which at least 3 years in the previous level. Should have Management experience with large projects Should hold the following competencies : Software Security, Knowledge Management, Service Management & Procurement Management- E0; PI/Lean Six Sigma, Software Estimation & Procurement Management - E1; Quality Management for Delivery, Project Management, Program Management & Internal Auditing- E2 	<ul style="list-style-type: none"> Should have a minimum of 14 years of IT/Support experience, of which at least 3 years should be in Transition projects Should have Management experience in Transition projects specifically Should hold the following competencies : PI/Lean Six Sigma, Software Security, Knowledge Management, Service Management & Procurement Management- E1; Quality Management for Delivery, Project Management, Program Management & Internal Auditing- E3
Key Responsibilities	Monitors all stakeholders' financial parameters (revenue, billing, unallocated associates, gross margin etc)	Responsible for managing a large program with multiple/cross functional work streams from the initial phases of planning and requirement definition to sustainment	Ensures standardized methodologies for transition are developed & published. Ensures methodologies are reviewed periodically and benchmarked with the global best-in-class practices
	Assists pre-sales and sales teams in developing and presenting the service offerings to the customer. Provides market and customer insights to BRM to assist in up/ cross selling	Based on the program plan, drafts the proposal and plans for a phased execution besides managing costs and budget for the program	Reviews transition-related metrics on a periodic basis & monitors Voice of Customer (VoC) as captured during transition phases
	Ensures closure of action items derived from customer satisfaction survey and Lifeline feedback analysis; Defines, implements, and tracks business plan in alignment with TCS's business objectives	Provides direct support by generating and passing on leads to the BRMs/GRMs and also creates a scope for cross-selling solutions	Signs off on transition plans, Technology Build-out plans & interfaces with the customer as appropriate during critical stages of transition
Behavioural Attributes	Leadership Coaching Customer Orientation		

Career Level 5 – Relationship Management

Roles	Delivery Head	Program Director
Prerequisites	<ul style="list-style-type: none"> Should have a minimum of 18 years of experience in IT, which should include 6 years of project management with large projects Should hold the following competencies : Software Security, Knowledge Management & Service Management - E0; PI/Lean Six Sigma, Software Estimation & Procurement Management - E1; Quality Management for Delivery - E2; Project Management, Program management & Internal Auditing - E3 	<ul style="list-style-type: none"> Should have a minimum of 18 years of experience in IT, which should include 6 years of project management with large projects Should have program management experience of at least 3 years. Should hold the following competencies : PI/Lean Six Sigma, Software Security, Knowledge Management, Service Management & Procurement Management- E1; Quality Management for Delivery, Project Management, Program Management & Internal Auditing- E3
Key Responsibilities	Drives the financial and operational parameters (e.g. margin, offshore leverage, revenue growth etc.) meeting organizational benchmark	Creates and supervises program plans. Reviews reports on challenges, risks dependencies recommendation for resolution periodically
	Support the Sales teams in achieving the growth targets for the accounts through client interactions, solutioning and delivery support	Liaises with the Customer on a regular basis to understand the expectation and ensures Customer satisfaction vis-à-vis program Delivery
	Participates in the strategic reviews (e.g. Steering Committee Meetings) with the customers to evaluate health of the existing relationships and future business prospect; Meets the customer management representatives along with TCS sales team to present TCS offerings and value proposition	Identifies and implements standard processes and procedures for program initiation and implementation, management reporting and program effectiveness
Behavioural Attributes	Leadership Coaching Strategic Thinking	

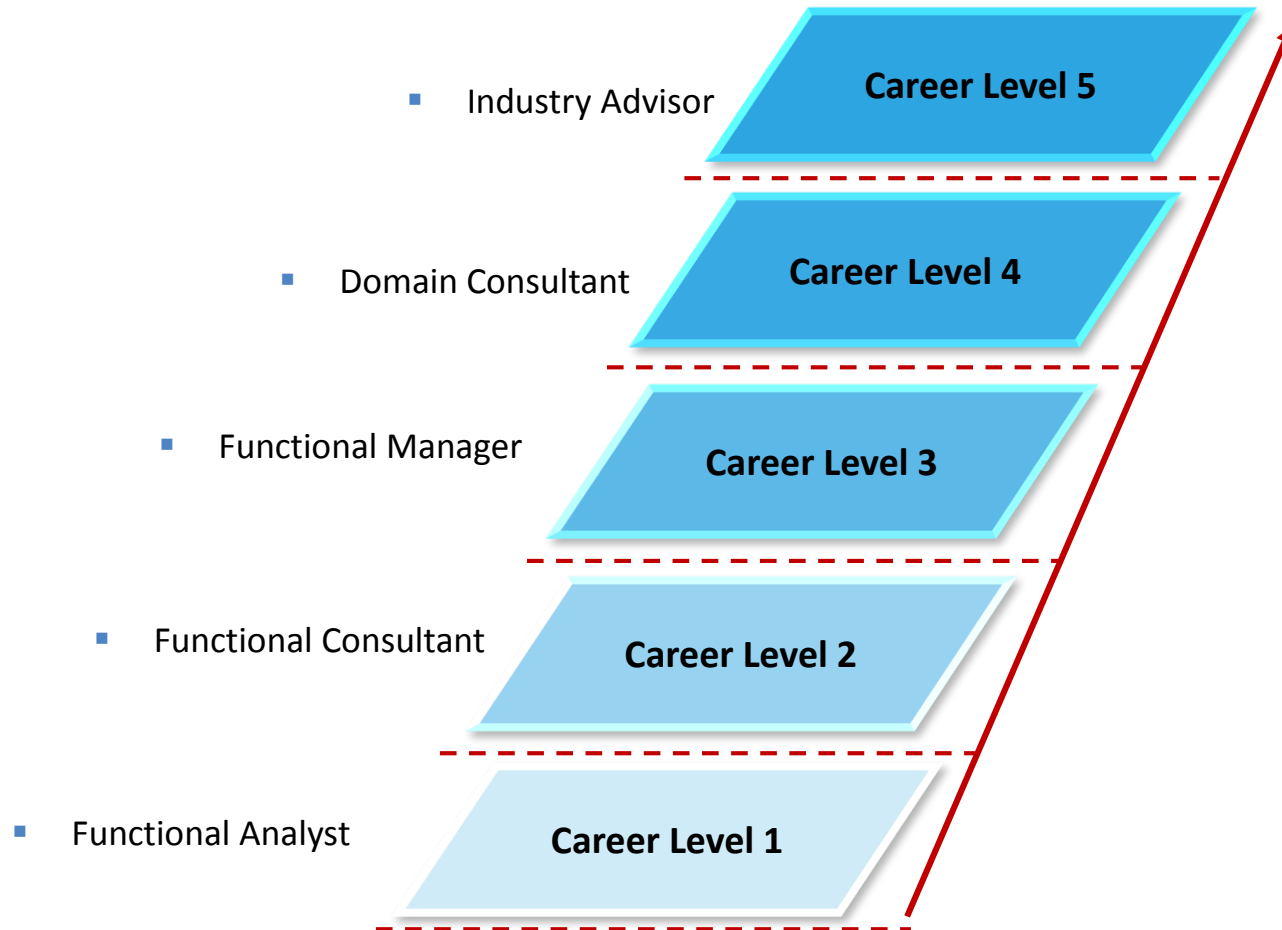


Domain Career Stream



■ 7-Dec-15

Domain - Career Levels



Career Level 1

Role	Functional Analyst
Prerequisites	<ul style="list-style-type: none"> Should have at least 3 years of domain experience or 5 years of overall experience (3 years of domain experience and 2 years of IT experience). Should possess a good understanding of TCS offerings/capabilities/assets in the respective Domain/ Knowledge of Business Process Modeling & Analysis Should have an understanding of SDLC and tools & solution accelerators/ Project Management Knowledge (PMP certification) Should have a Business Analyst Certification Should have completed Domain Academy's E2 level programs relevant to the domain/ Business domain (industry-vertical) knowledge (E2 level competencies) Should possess the following competencies level: Software industry-standards and best-practices (E2 level competencies)/ Emerging software trends and technologies (E2 level competencies); Business process modeling (E2 level competencies)/ Business Analysis skills (E2 level competencies); Business Skills (E2 level competencies)/ Project Management (E2 level competencies)
Key Responsibilities	<p>Lead teams in functional areas and participate in SDLC from the functional perspective by having a good understanding of business reference architecture, business process modelling and analysis.</p> <p>Contribute to developing Solution Accelerators and Frameworks required for the functional area. Perform solution integration, trouble-shooting & optimization.</p> <p>Participate in Software Development Life Cycle of projects encompassing business requirement gathering, mapping functional requirements, analysis & documentation, design, testing, support to user acceptance testing & post implementation support</p> <p>Guide and work with technology teams. Negotiate with stakeholders to resolve issues</p> <p>Contribute to preparing and submission of proposals.</p>
Behavioural Attributes	<p>Customer Orientation</p> <p>Analytical Ability</p> <p>Organizing & Planning</p>

Career Level 2

Role	Functional Consultant
Prerequisites	<ul style="list-style-type: none"> Should have at least 8 years overall experience (6 years domain experience, 2 years experience as a Functional Analyst) Should have a good understanding of TCS offerings/capabilities/assets in the respective Domain/ Understanding of SDLC Should possess knowledge in Quality parameters and standards/ Project Management Knowledge (PMP certification) Should have Industry standard Business Analyst Certification/ Completed Academy's E2/E3 level programs relevant to domain Should possess the following competencies: <ul style="list-style-type: none"> Business domain knowledge (E3 level competencies)/ System analysis and modeling (E3 level competencies) Software industry-standards and best-practices (E3 level competencies) Emerging software trends and technologies (E3 level competencies) Architecture validation & conformance process (E2 level competencies)/ Business process modeling (E3 level competencies) Business Analysis skills (E3 level competencies) Business Skills (E3 level competencies) Project Mgmt (E3 level competencies)/ Architecture frameworks, tools & techniques (E2 level competencies) IT program and portfolio management process (E2 level competencies)/ Value articulation (cost-benefit analysis) (E2 level competencies)
Key Responsibilities	<p>Provide functional expertise, guides and instructs the internal & external customers. Analyze customer needs and participate in designing the business process requirements and take responsibility for completeness and quality of the 'functional design.</p> <p>Analyze gaps and performs impact analysis after understanding customers requirements</p> <p>Ensure all customer complaints and queries are addressed within the SLA</p> <p>Provide Solution Delivery (including Judgment)</p> <p>Prepare test scripts and simulates in the form of a prototype</p>
Behavioural Attributes	<p>Customer Orientation</p> <p>Analytical Ability</p> <p>Organizing & Planning</p>

Career Level 3

Role	Functional Manager
Prerequisites	<ul style="list-style-type: none"> Should have 14+ years of domain experience or 12 years of overall experience (3 years of overall industry experience & 3 years as Functional Analyst, and 3 years Functional Consultant) Should possess a through understanding of 2 or more Line of Businesses / Focused knowledge of any of the four areas - project/program management, pre-sales, solution architecture Should have an understanding of business & platform architecture/ Knowledge of Software industry-standards, benchmarking and best-practices Should have knowledge of Quality parameters and standards/ Industry standard Business Analyst Certification Should have completed Domain Academy's E3 level programs relevant to the domain Should possess the following competencies: <ul style="list-style-type: none"> Business and IT industry trend-analysis (E3 level competencies) Solution envisioning and opportunity creation (E3 level competencies) Business domain (industry-vertical) knowledge (E3 level competencies) /IT program and portfolio management process (E3 level competencies) Value articulation (cost-benefit analysis) (E3 level competencies) / Architecture validation & conformance process (E3 level competencies)/ Business Skills (E3 level competencies) Business process modeling (E3 level competencies)/ Business Analysis skills (E3 level competencies)
Key Responsibilities	<p>To be an expert in a line of business (Domain) and lead /guide a team of functional consultants and analysts in conducting Business Process workshops , Analysis, Solution, Integration, Testing, Data Management, Estimation and documentation. The incumbent must demonstrate the ability to assess functional excellence gaps, develop and implement solutions, and train key stakeholders to ensure sustainable solutions.</p> <p>Identify and prioritize portfolio of functional excellence initiatives.</p> <p>Establish and lead working teams to execute OU/ enterprise-wide initiatives: develop and deploy process, establish performance metrics, develop and deploy standard work / playbooks, develop and or provide process training, develop and deploy tools and templates</p> <p>Contribute in short consulting assignments including due diligence (e.g. Assessment, Roadmap, Benefit Measures etc:)</p> <p>Leverage deep domain expertise and breadth of domain knowledge to consult businesses on challenges raised</p>
Behavioural Attributes	<p>Coaching</p> <p>Presentation Skills</p> <p>Strategic Thinking</p>

Career Level 4

Role	Domain Consultant
Prerequisites	<ul style="list-style-type: none"> Should have 18+ years of domain experience or 16 years of overall experience of which 10 years is industry experience & additionally - 2 years of experience as Functional Analyst in the domain. 2 years experience as Functional Consultant (or equivalent roles) in the domain. 2 years experience as Functional Manager (or equivalent roles) in the domain. Should have a thorough understanding of 3 or more Line of Businesses Should have Excellent networking skills/ International industry standard certifications in domain/business analysis/process Should possess the following competencies: <ul style="list-style-type: none"> Business and IT industry trend-analysis (E3 level competencies) Solution envisioning and opportunity creation (E3 level competencies) Business domain (industry-vertical) knowledge (E3 level competencies) IT program and portfolio management process (E3 level competencies) Value articulation (cost-benefit analysis) (E3 level competencies) Architecture validation & conformance process (E2 level competencies) Business process modeling (E3 level competencies) Business Analysis skills (E3 level competencies) Business Skills (E3 level competencies)
Key Responsibilities	<p>To be an expert in a line of business and lead /guide a team of functional consultants and analysts in conducting architecture reviews & developing Business Reference Architecture.</p> <p>Analyze complex, multi-disciplinary business problems in a large business/IT transformation. Perform solution integration, trouble-shooting & optimization.</p> <p>Contribute to developing Solution Accelerators and Frameworks required for the functional area.</p> <p>Champion 2 or more Sub-Lines of Business. Conduct architecture review & audit for a complex, multi-technology solution landscape.</p> <p>Help by providing domain/technology inputs explaining the trend, business requirements, overall solution, and value proposition. Review the solution to see if it meets the business needs of the client as specified in the proposal and requirements document</p>
Behavioural Attributes	<p>Coaching</p> <p>Strategic Thinking</p> <p>Customer Orientation</p>

Career Level 5

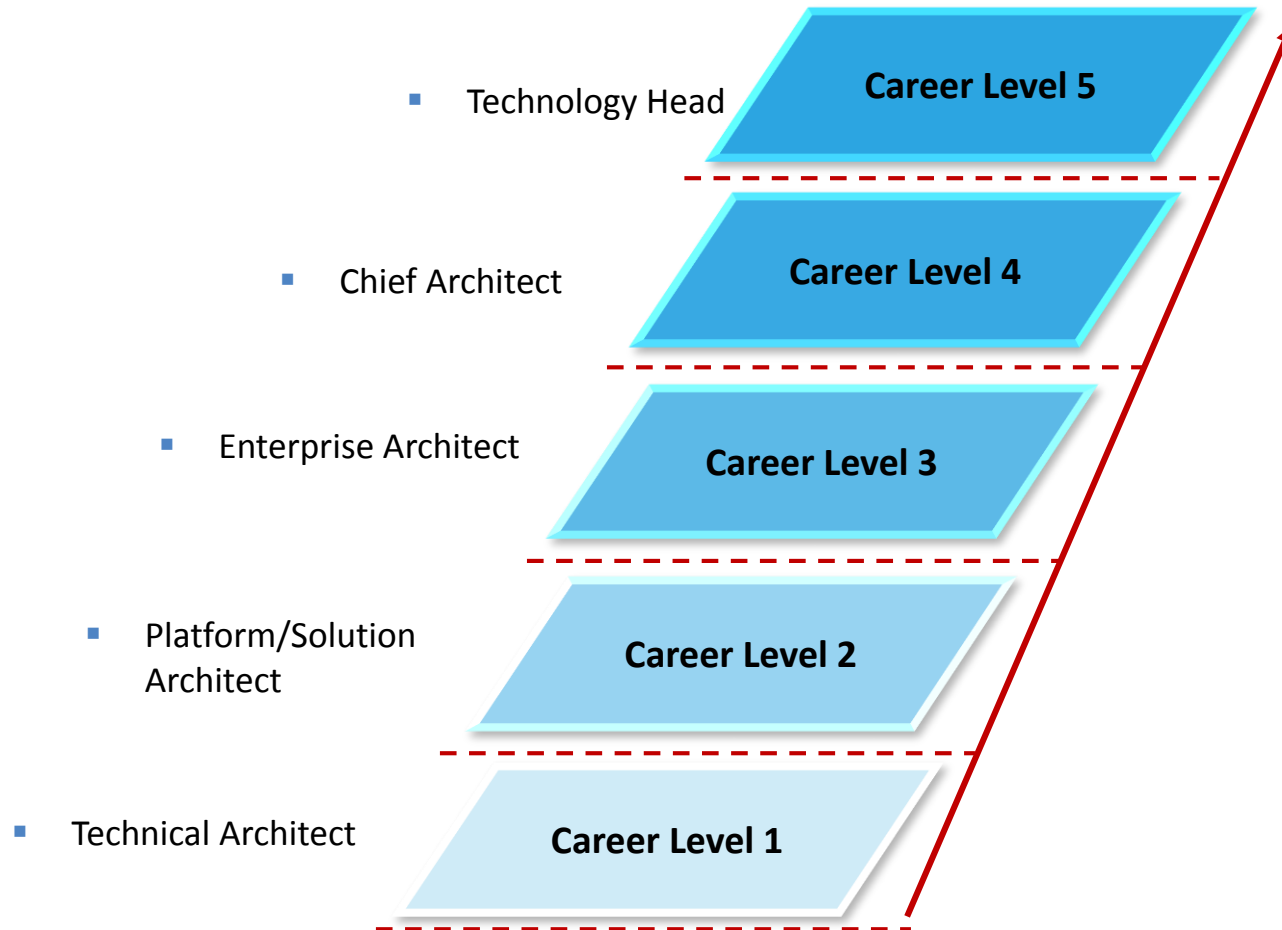
Role	Industry Advisor
Prerequisites	<ul style="list-style-type: none"> Should have 20+ years of domain experience or 18 years of overall experience of which 12 years is industry experience & additionally - 2 years of experience as Functional Consultant in the domain, 2 years experience as Functional Manager (or equivalent role) in the domain or Domain Consultant Should have a thorough understanding of 3 or more Line of Businesses Should possess some International, industry standard certifications in domain/business analysis/process Should be a Recognized industry expert/ Received strong commendations from clients and colleagues Should possess the following competencies: <ul style="list-style-type: none"> Business and IT industry trend-analysis (E3 level competencies) Solution envisioning and opportunity creation (E3 level competencies) Business domain (industry-vertical) knowledge (E4 level competencies) IT program and portfolio management process (E3 level competencies) Value articulation (cost-benefit analysis) (E3 level competencies) Architecture validation & conformance process (E2 level competencies)/ Business process modeling (E3 level competencies) Business Analysis skills (E3 level competencies)/ Business Skills (E4 level competencies)
Key Responsibilities	<p>To involve in Business & IT transformation projects and identify domain business opportunities & advise consultants in multiple geographies</p> <p>Provide domain expertise and advisory services. Plan and conceptualize domain offerings. Drive customer relationship in the designated projects</p> <p>Lead in identifying the business potential. Formulates the sales strategy for the domain</p> <p>Participate in industry standard associations/forums and publishes white papers</p> <p>Advise consultants across LOBs and geographies</p>
Behavioural Attributes	<p>Coaching</p> <p>Strategic Thinking</p> <p>Organizational Awareness</p>

Technology Career Stream



■ 7-Dec-15

Technology - Career Levels



Career Level 1

Role	Technical Architect
Prerequisites	<ul style="list-style-type: none"> Should have at least 5 years of IT experience Should have TOGAF (the open group architecture framework) Certification Should have been exposed to a full project lifecycle Should have Undertaken Pragati equivalent training or self learning. <p>Should possess the following competencies:</p> <ul style="list-style-type: none"> Scripting and programming (E3 level competencies) Software development lifecycle process (E3 level competencies)/ Software maintenance and support process (E3 level competencies) System analysis and modeling (E2 level competencies)/ Software effort and cost estimation model (E2 level competencies) Software & hardware sizing & capacity planning (E2 level competencies)/ Software infrastructure management process (E2 level competencies) Software industry-standards and best-practices (E2 level competencies) Emerging software trends and technologies (E2 level competencies) Business domain (industry-vertical) knowledge (E2 level competencies) Technology assessment and prototyping (E2 level competencies) Architecture validation & conformance process (E2 level competencies) Performance Assurance, Testing and Usability (E2 level competencies) Reuse and automation (E1 level competencies)
Key Responsibilities	<p>Defines tailored project life cycle and performs solution prototyping & evaluation; Trouble-shoots and optimizes solution, when required</p> <p>Conducts architecture reviews and audits and co-owns architecture for a multi project program</p> <p>Conceptualizes and documents technical architecture for proposals during RFI and RFP response. Participates and presents in the client presentations and interactions for technical architecture proposed</p> <p>Advises and mentors projects with a narrow skill focus</p> <p>Analyzes the business problem and assesses the IT solution and architecture options</p>
Behavioural Attributes	<p>Problem Solving</p> <p>Innovation & Creativity</p> <p>Communication</p>

Career Level 2

Roles	Platform Architect	Solution Architect
Prerequisites	<ul style="list-style-type: none"> Should have at least 10 years of IT experience with at least 4 years as a Technical Architect./ Open CA Level-1 certification Should have TOGAF certification/ Undertaken EA-STAR-equivalent training or self-learning Should have the following competencies: <ul style="list-style-type: none"> System analysis and modeling (E3 level competencies) Software effort and cost estimation model (E3 level competencies)/ Software & hardware sizing & capacity planning (E3 level competencies) Software industry-standards and best-practices (E3 level competencies)/ Emerging software trends and technologies (E3 level competencies)/ Technology assessment and prototyping (E3 level competencies)/ Architecture validation & conformance process (E3 level competencies)/ Business domain (industry-vertical) knowledge (E3 level competencies) Architecture frameworks, tools & techniques (E2 level competencies) IT program and portfolio management process (E2 level competencies)/ Value articulation (cost-benefit analysis) (E2 level competencies) Reuse and Automation (E2 level competencies)/ Creation of IP assets (E2 level competencies) 	
Key Responsibilities	Analyzes complex, multi-disciplinary business problems in a large business/IT transformation project. Presents multi-technology solution proposition to the client convincingly	Assesses solution options involving a diverse set of technologies and their seamless integration.
	Conceptualizes and authors solution architecture for proposals during RFI and RFP response around a vendor platform. Participates and presents in the client presentations and interactions for solution proposed	Conceptualizes, defines, documents and reviews solution architecture for a domain. Proposes best-fit solution to complex business problems in terms of the vision & architecture
	Conceptualizes, defines, documents and reviews solution architecture for a technology platform. Proposes best-fit solution-platform to complex business problems in terms of the vision & architecture	Owns proposal presentation for large, complex bids/RFPs. Leads in matters relating to Program/ Project Management, Pre-sales and Solution Architecture
	Participates in technology forums (such as Open source Projects) and expert groups to create new standards / methodologies	Provides solutions to complex set of business requirements across lines of business/subsidiaries/multiple geographies.
	Leads and guides the technical architects in the organization	Conducts architecture review & audit for deliverables
Behavioural Attributes	<p>Problem Solving Innovation & Creativity Customer Orientation</p>	

Career Level 3

Role	Enterprise Architect
Prerequisites	<ul style="list-style-type: none"> Should have at least 14 years of IT experience with at least 4 years as a Platform/Solution Architect. Should possess Open CA Level-2 Certification Should possess the following competencies: <ul style="list-style-type: none"> Business and IT industry trend-analysis (E3 level competencies) Solution envisioning and opportunity creation (E3 level competencies) Business domain (industry-vertical) knowledge (E3 level competencies) IT program and portfolio management processes (E3 level competencies) Value articulation (cost-benefit analysis) (E3 level competencies) Reuse and Automation (E3 level competencies) Creation of IP assets (E3 level competencies)
Key Responsibilities	<p>Owns architecture for a large transformation project/large IT portfolio.</p> <p>Establishes enterprise-architecture vision and blue-print for a large transformation initiative</p> <p>Envisages impact of new trends to innovate new solution areas & create new demands. Innovates and positions next-generation IT solutions</p> <p>Provides enterprise architecture strategy in large transformation/outsourcing deals. Presents next-generation technology/solution proposition to client/prospect</p> <p>Publishes/presents research-papers on innovative concepts, solutions etc. in recognized international media. Provides thought leadership and influences clients, industry analysts and industry experts</p>
Behavioural Attributes	<p>Communication</p> <p>Innovation & Creativity</p> <p>Customer Orientation</p>

Career Level 4

Role	Chief Architect
Prerequisites	<ul style="list-style-type: none"> • Should have at least 18 years of experience in IT with at least 4 years as Enterprise Architect. • Should possess Open CA Level-3 Certification • Should have the following competencies: <ul style="list-style-type: none"> • Business and IT industry trend-analysis (E3 level competencies) • Solution envisioning and opportunity creation (E3 level competencies) • Business domain (industry-vertical) knowledge (E3 level competencies) • IT program and portfolio management process (E3 level competencies) • Value articulation (cost-benefit analysis) (E3 level competencies)
Key Responsibilities	Drives business & technology direction of the enterprise. Establishes enterprise architecture vision & roadmap
	Deliberates on strategy related to build vs. buy, maintain vs. retire etc. Leads multi-disciplinary teams across organization
	Establishes the technology framework and accordingly manages the technology competency and the IT Infrastructure. Manages Technology partners.
	Presents research-papers on innovative concepts, solutions in recognized international media. Prepares and publishes white papers and articles on technology concepts and solutions
	Manages technology investment & risks. Manages IT innovation and IPR
Behavioural Attributes	Coaching Strategic Thinking Innovation & Creativity

Career Level 5

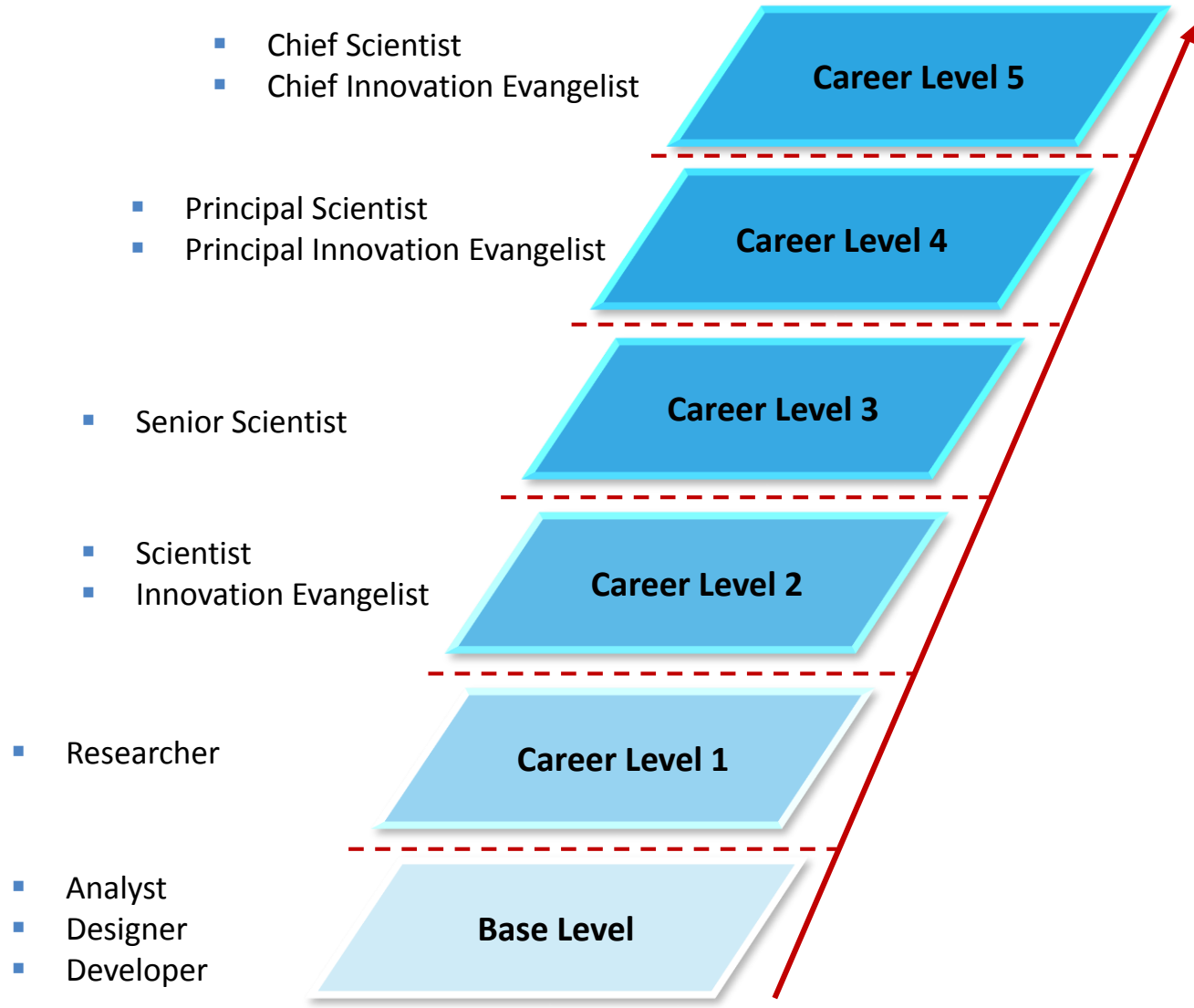
Role	Technology Head
Prerequisites	<ul style="list-style-type: none"> Should have a minimum of 20 years of experience in IT with at least 6 years as Chief Architect. Should have the following competencies: Business and IT industry trend-analysis (E3 level competencies) Solution envisioning and opportunity creation (E3 level competencies) Business domain (industry-vertical) knowledge (E3 level competencies) IT program and portfolio management process (E3 level competencies) Value articulation (cost-benefit analysis) (E3 level competencies)
Key Responsibilities	<p>Provides leadership, vision and management in the technology space. Defines the technical strategy with the development team and monitors key development procedures</p> <p>Engage with the Delivery Leadership team and drive technology road map and innovation</p> <p>Establishes standards and procedures to track and measure progression within project. Build C level relationship with TCS customers</p> <p>Provide technical expertise in customer engagements and especially during escalations</p> <p>Creates assets and case studies</p>
Behavioural Attributes	<p>Coaching</p> <p>Strategic Thinking</p> <p>Customer Orientation</p>

R&D Career Stream



■ 7-Dec-15

R&D (CTO) - Career Levels



Career Level 1

Role	Researcher
Prerequisites	<ul style="list-style-type: none"> • Should be M. Tech / PhD qualified • Should have atleast 3 years of experience • Should be a CTO Assessment center Pass out
Key Responsibilities	<p>Defines and drives long-term R&D programs along the defined directions. Aligns R&D programs to business needs on short and mid term</p> <p>Guides client projects requiring R&D support; Acts as a consultant to a number of existing/ new business for innovative offerings</p> <p>Develops and drives asset-creation plan for a R&D programs</p> <p>Drives and interacts with academia</p> <p>Prepares seminar papers and publications from research</p>
Behavioural Attributes	<p>Innovation & Creativity</p> <p>Organizing & Planning</p> <p>Analytical Ability</p>

Career Level 2

Roles	Scientist	Innovation Evangelist
Prerequisites	<ul style="list-style-type: none"> • Should be M. Tech / PhD qualified • Should have at least 6 years of experience • Should be a CTO Assessment center Pass out 	<ul style="list-style-type: none"> • Should be B.Tech and MBA qualified • Should have at least 6 years of experience • Should have undergone training in Power messaging
Key Responsibilities	Contributes towards the vision and goals of an R&D group. Identifies research problems & scopes the same based on capability	Defines and drives strategies for research in the respective areas
	Formulates problem definition aligned with research and/or business goals of the lab.	Initiates alliances & interfaces where new business opportunities can be created
	Creates assets / publications / tools & products.	Identifies key analysts and briefings conducted
	Participates in collaborative research with academic institutions, alliance partners, etc	Supports BU Analyst briefings/ inquiries.
	Uses results of data collection / analyses to identify solutions for research problems	Derives from market Analysis and trend evaluation
Behavioural Attributes	<p>Interpersonal Skill</p> <p>Customer Orientation</p> <p>Analytical Ability</p>	<p>Innovation & Creativity</p> <p>Business Acumen</p> <p>Analytical Ability</p>

Career Level 3

Role	Senior Scientist
Prerequisites	<ul style="list-style-type: none"> Should be M. Tech / PhD qualified Should have at least 9 years of experience
Key Responsibilities	Identifies innovation opportunities for the long / mid / short-term based on inputs from different sources
	Ensures research execution in the identified area is in line with stated objectives. Identifies areas of collaborative research & contributes to the same where required
	Conducts independent research activities, and objective research that generates independent, high quality, and reproducible results.
	Facilitates the creation of R&D assets / publications / tools / Proofs of concepts
	Identifies opportunities for monetizing R&D. Positions the innovations that have been executed to clients / industry bodies etc.
Behavioural Attributes	Innovation & Creativity Organizing & Planning Analytical Ability

Career Level 4

Roles	Principal Scientist	Principal Innovation Evangelist
Prerequisites	<ul style="list-style-type: none"> • Should be M. Tech / PhD qualified • Should have a minimum of 13years of experience 	<ul style="list-style-type: none"> • Should be B. Tech & MBA qualified • Should have at least 9 years of experience • Should have undergone training in Power Messaging
Key Responsibilities	Defines & implements a coherent strategy within a broad framework within the unit or function	Defines vision and strategy for the Innovation Go-to-Market function within the TCS Innovation Lab
	Adopts a futuristic approach, identifies research areas for the long / mid / short-term based on inputs from different sources	Understands the various research initiatives / projects being undertaken by the lab
	Identifies and develops thought-leadership paradigms and opportunities that engender breakthrough results for our clients and /or an opportunity to differentiate TCS in the market place	Proactively looks for opportunities to monetize / assetize basic research by understanding business scenarios and use-cases
	Oversees and enhances the quality of the program plan and its execution.	Represents lab in customer engagements; Program manage PoCs with delivery / customers
	Facilitates the creation of appropriate R&D assets / publications / tools / Proofs of concepts	Collaborates with other Business Leads of Innovation Labs
Behavioural Attributes	Coaching Innovation & Creativity Strategic Thinking	

Career Level 5

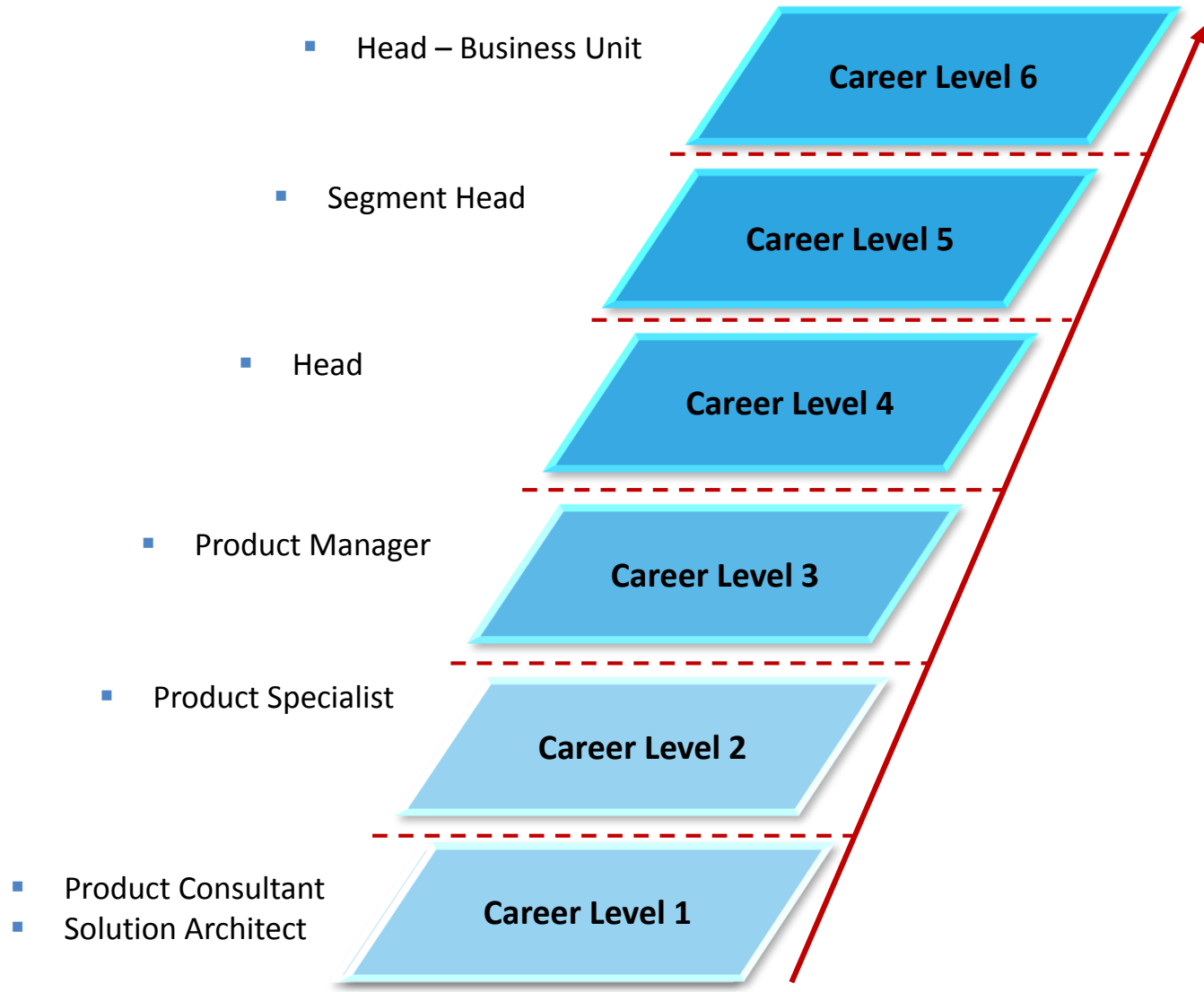
Roles	Chief Scientist	Chief Innovation Evangelist
Prerequisites	<ul style="list-style-type: none"> Should be PhD/ MS qualified Should have at least 15 years of experience 	<ul style="list-style-type: none"> Should be B. Tech/ M. Tech & MBA qualified Should have at least 15 years of experience Should have undergone training arranged by TAO
Key Responsibilities	Creates vision and strategy for the function; reviews the operational plan and draws a road map based on the same	Heads the Innovation Go To Market team
	Reviews research execution in line with pre-defined objectives	Qualifies TCS existing Customers and identifies candidate accounts for investing into Innovation-day events
	Ensures continuous improvement in processes to increase the lab efficiency, throughput and quality and reducing costs	Launches Sales campaigns/roadshows for Assets that can be created out of R&D / Innovation efforts under the CTO office
	Interfaces with the business leaders from delivery, practices, sales, etc. to identify opportunities which can lead to increasing business values	Establishes mechanisms for Co-Solutioning Interchanges between labs, practices, COIN partners, etc., to collaboratively create industry solutions and new offerings to take-to-market.
	Conducts independent research activities, conducts objective research that generates independent, high quality, and reproducible results. Is responsible for the management and integrity of the design.	Helps Delivery/Solution units absorb Innovation and extend to the Customers via unsolicited proposals
Behavioural Attributes	<p>Leadership</p> <p>Innovation & Creativity</p> <p>Strategic Thinking</p>	

Products Career Stream



■ 7-Dec-15

Products - Career Levels



Career Level 1

Role	Solution Architect	Product Consultant
Prerequisites	<ul style="list-style-type: none"> Should have at least 8 years of IT experience with at least 4 years as a Technical Architect. <p><i>Should have the following competencies/certifications:</i></p> <ul style="list-style-type: none"> Open CA Level-1 certification System analysis and modeling (E2 level competencies) Software effort and cost estimation model (E2 level competencies)/ Software & hardware sizing & capacity planning (E2 level competencies) Software industry-standards and best-practices (E2 level competencies)/ Emerging software trends and technologies (E2 level competencies)/ Technology assessment and prototyping (E2 level competencies)/ Architecture validation & conformance process (E2 level competencies)/ Business domain (industry-vertical) knowledge (E2 level competencies) Regulatory Standards & Compliance (E2 level competencies) Architecture frameworks, tools & techniques (E2 level competencies) Reuse and Automation (E2 level competencies)/ Creation of IP assets (E2 level competencies) 	
Key Responsibilities	Assesses solution options involving a diverse set of technologies and their seamless integration.	Understands the product's capabilities from the functional and business perspective and leverage this information in terms of giving a winning proposal solution as well as to support existing projects
	Conceptualizes, defines, documents and reviews solution architecture for a domain. Proposes best-fit solution to complex business problems in terms of the vision & architecture	Documents the knowledge on the product in terms of its functional & technical perspective to facilitate better insight into product and better understanding of its capabilities.
	Owens proposal presentation for large, complex bids/RFPs. Leads in matters relating to Program/ Project Management, Pre-sales and Solution Architecture	Converts project's product learnings into new assets (best practices, checklists, procedures, guidelines, estimations etc.)
	Provides solutions to complex set of business requirements across lines of business/subsidiaries/multiple geographies.	Evaluates the product's capabilities with respect to similar other products available in the market
	Conducts architecture review & audit for deliverables	Provides product solutioning for RFPs (functionality mapping with product features). Identifies opportunities based on other projects experience for up-sell and cross-sell.
Behavioural Attributes	Initiative/Proactiveness Analytical Ability Problem Solving	

Career Level 2

Role	Product Specialist
Prerequisites	<ul style="list-style-type: none"> • Should have minimum 10 years of domain knowledge from the industry • Should have spent minimum of 2 years as a Solution Architect/Product Consultant • Should have experience in executing 2-3 projects in the domain/industry or should have handled 1 large program <p><i>Should have the following competencies</i></p> <ul style="list-style-type: none"> • System analysis and modeling (E2 level competencies) • Software effort and cost estimation model (E2 level competencies)/ Software & hardware sizing & capacity planning (E2 level competencies) • Software industry-standards and best-practices (E2 level competencies)/ Emerging software trends and technologies (E2 level competencies)/ Technology assessment and prototyping (E2 level competencies)/ Architecture validation & conformance process (E2 level competencies)/ Business domain (industry-vertical) knowledge (E2 level competencies) • Regulatory Standards & Compliance (E2 level competencies) • Architecture frameworks, tools & techniques (E2 level competencies) • Reuse and Automation (E2 level competencies)/ Creation of IP assets (E2 level competencies)
Key Responsibilities	<p>Focuses on driving competency development, creating assets and collateral to support delivery & presales activities. To brand anchor solutions within TCS with respect to the latest technology trends in the product/platform.</p> <p>Creates, reviews and disseminates assets and collaterals for competency development, pre-sales and delivery activities</p> <p>Manages Product Technology Certification program by regularly tracking the employees who attend the program and acquire the certification</p> <p>Participates in user/vendor conferences to renew knowledge of changing technologies and new products; Publishes white papers.</p> <p>Analyzes opportunities for new solution and offering creation for customers. Creates Concept notes on functionality of our product and shows ability to consolidate product knowledge</p>
Behavioural Attributes	<p>Problem Solving</p> <p>Innovation & Creativity</p> <p>Business Acumen</p>

Career Level 3

Role	Product Manager
Prerequisites	<ul style="list-style-type: none"> Should have atleast 14 years of experience with proven industry recognition and detailed knowledge of the product <p><i>Should have the following competencies:</i></p> <ul style="list-style-type: none"> Software effort and cost estimation model (E3 level competencies)/ Software & hardware sizing & capacity planning (E3 level competencies) Software industry-standards and best-practices (E3 level competencies)/ Emerging software trends and technologies (E3 level competencies)/ Technology assessment and prototyping (E3 level competencies)/ Architecture validation & conformance process (E3 level competencies)/ Business domain (industry-vertical) knowledge (E3 level competencies) Regulatory Standards & Compliance (E3 level competencies) Architecture frameworks, tools & techniques (E3 level competencies)
Key Responsibilities	Strategizes the product road map. Responsible for the Product roadmap and driving its rollout. To own its positioning and ensure best fitment functionally and technically to enable “Go to Market” readiness.
	Manages the scope and prepares road map of the product by participating in user / vendor conferences to renew knowledge of changing technologies and new products, competitors etc.
	Interacts with customer on implementation related issues and offering all assistance to ensure smooth roll out. Assists in product/third party software installation/upgrades and setup system parameters
	Ensures users & delivery teams are effectively trained in the product features and processes that optimize the usage of the product.
Behavioural Attributes	<p>Business Acumen</p> <p>Team Skill</p> <p>Customer Orientation</p>

Career Level 4

Role	Head
Prerequisites	<ul style="list-style-type: none"> Should have a minimum of 18 years of experience in IT, which should include 6 years of project management with large projects <p><i>Should have the following competencies :</i></p> <ul style="list-style-type: none"> Software Security, Knowledge Management & Service Management - E0 PI/Lean Six Sigma, Software Estimation & Procurement Management - E1 Quality Management for Delivery - E2 Project Management, Program management & Internal Auditing - E3
Key Responsibilities	<p>Defines measures to gauge achievements of the Unit/Function's objectives.; Establishes annual targets and sets periodic/quarterly targets</p> <p>Manages resources, data and infrastructure required for the Unit/Function</p> <p>Collaborates with other units/functions in TCS to create offerings/solutions/processes</p> <p>Defines and implements process and structure to create assets and improve offering position</p> <p>Interacts with the customers/ market for brand building</p>
Behavioural Attributes	<p>Customer Orientation</p> <p>Impact & Influence</p> <p>Resource Management</p>

Career Level 5

Role	Segment Head
Prerequisites	<ul style="list-style-type: none"> • Should have 20 years of experience, with at least 2 years as a Client Partner/Delivery Head/Head • Should have handled more than one strategic customer account with end to end responsibility of delivery, sales and relationship management • Should have worked with on a diverse customer portfolio and in a multicultural environment. • Should have worked in minimum 2 countries (1 developed and 1 developing) other than base country. • Should have won at least 2 strategic engagements in Key Accounts
Key Responsibilities	<p>Ensures/ oversees the effective growth of revenue and profitability for the Segment by developing offerings specific to the segment, leveraging available resources and enabling effective operational measures for delivery excellence to meet the strategic business target.</p> <p>Ensures business focused innovations enabling growth of the segment; Interacts with clients for brand building exercises</p> <p>Reviews effectiveness of existing alliance partnership and take necessary actions</p> <p>Maintains high CSI by ensuring customer delight and increases productivity</p> <p>Ensures high employee satisfactions index (pulse score) and monitor the reward system; Designs and monitors succession planning at each level within the Segment</p>
Behavioural Attributes	<p>Resource Management</p> <p>Strategic Thinking</p> <p>Coaching</p>



Career Level 6

Role	Head- Business Unit
Prerequisites	<ul style="list-style-type: none"> Should have at least 22 years of experience Should possess excellent networking and collaboration skills and have participated in forums with CXOs
Key Responsibilities	<p>Strategizes and deploys business initiatives within the Unit to grow, expands the business and sustain operational excellence encompassing Sales, Delivery, Branding, Support and People Development.</p> <p>Designs organization strategy for the Business Unit; Facilitates the implementation of Go-to-Market Strategy</p> <p>Sustains Customer Satisfaction Index at the desired level; Creates reference customers for other Units</p> <p>Builds TCS brand through participation in relevant industry forum</p> <p>Drives performance oriented culture; Foster continuous improvement of Employee Satisfaction Index within the Business Unit; Ensures succession management for key positions</p>
Behavioural Attributes	<p>Coaching</p> <p>Diversity Management</p> <p>Leadership</p>

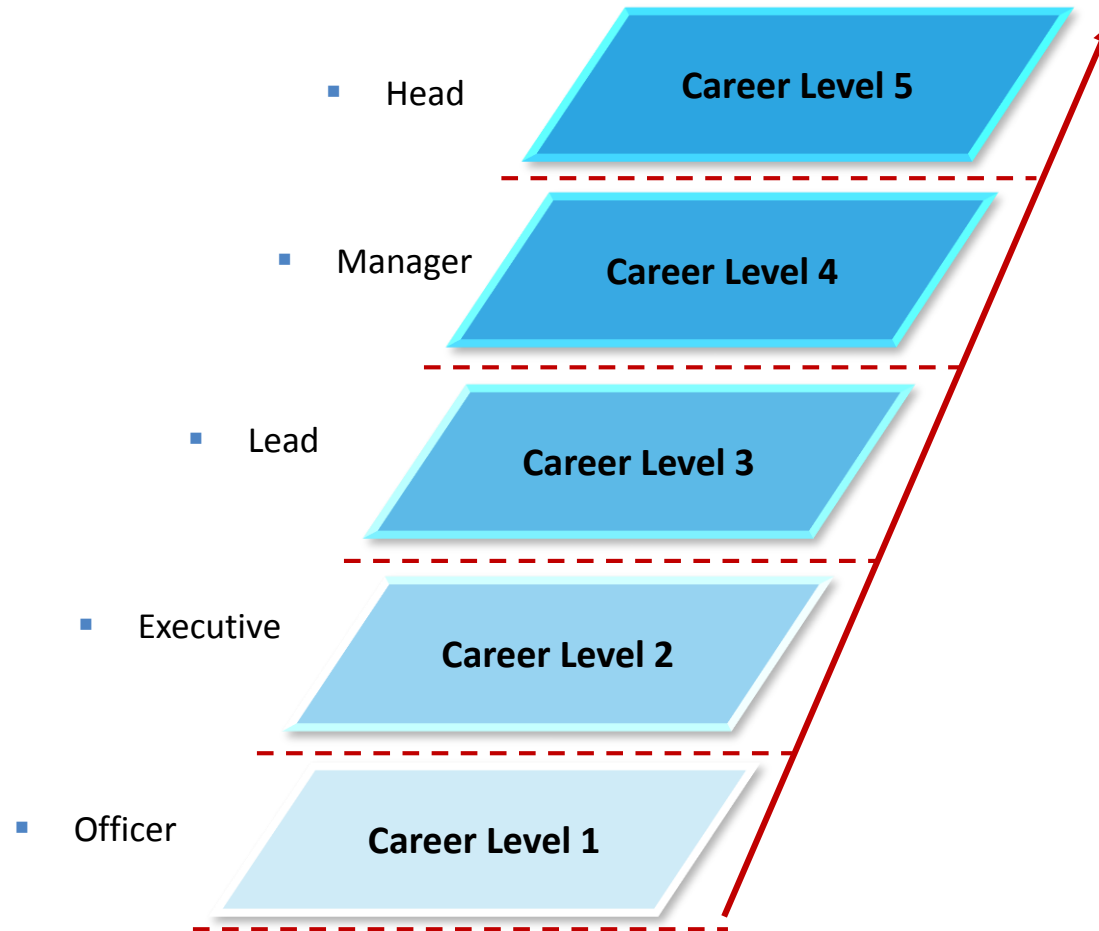


Corporate Function Career Stream



■ 7-Dec-15

Information Resource Centre - Career Levels



Career Level 1

Role	Officer
Prerequisites	<ul style="list-style-type: none"> Should be a Post Graduate in Library & Information Sciences from a recognized institute/ university Should have an experience between 0-5 years Should have the following skills: Communication, Information Search & Retrieval, Information Organization & Management , Library Automation Tools
Key Responsibilities	<p>Maintains compliance to internal guideline (data entry/ technical processing / bill processing / scanning / payment etc.)</p> <p>Handles circulation desk activities & housekeeping operations</p> <p>Contributes towards timely acquisition of IRC resources (print/electronic)</p> <p>Assists in achieving compliance to IRC SLAs</p> <p>Resolves queries in Global Help Desk within SLA</p> <p>Contributes as Owner / Co-owner of Info Watch, Bulletins, Products etc. (compilation / release or distribution)</p> <p>Assists in functioning of IRC corners / reading rooms / client sites</p> <p>Supports promotion and marketing activities / events / IRC CS activities etc.</p>
Behavioural Attributes	<p>Analytical Ability</p> <p>Organizational Awareness</p> <p>Interpersonal skills</p> <p>Communication</p> <p>Presentation skills</p>

Career Level 2

Role	Executive
Prerequisites	<ul style="list-style-type: none"> ▪ Should have a minimum of 5 years of relevant experience, including 2 years experience as Officer in TCS ▪ Should have good organizing and planning skills ▪ Should have good hands on exposure to IRC processes, tools & services
Key Responsibilities	<p>Assists in budget compliance & optimization</p> <p>Executes smooth functioning of IRC corners / small IRCs etc</p> <p>Facilitates timely & relevant acquisition of IRC resources (print/electronic)</p> <p>Assists in achieving compliance to IRC SLAs</p> <p>Contributes towards IRC portal / automation / tools</p> <p>Participates in Service Entities (CFT/SIG), collaborative/special assignments as required</p> <p>Resolves Global Help Desk queries within SLA</p> <p>Supports interaction with Accounts / Relationships</p> <p>Contributes as Owner / Co-owner of Info Watch, Bulletins, Products etc. (compilation / release or distribution)</p> <p>Facilitates promotion and marketing activities / events / IRC CS activities etc.</p>
Behavioural Attributes	<p>Presentation skills</p> <p>Communication</p> <p>Team skills</p> <p>Innovation & creativity</p> <p>Organizing & Planning</p>

Career Level 3

Role	Lead
Prerequisites	<ul style="list-style-type: none"> ▪ Should have a minimum of 10 years relevant experience including 3 years experience as Executive in TCS ▪ Should have experience handling and managing a team ▪ Should have experience in planning, managing and executing large drives
Key Responsibilities	<p>Manages small / medium size IRCs, Leads smaller group /units with large IRCs</p> <p>Participates in unit level Leadership Meetings as required</p> <p>Facilitates budget compliance & optimization</p> <p>Maintains compliance to IRC Process & Service SLAs</p> <p>Manages acquisition of IRC resources (print/electronic)</p> <p>Contributes towards development of IRC portal / automation / tools</p> <p>Suggests / deploys initiatives / improvements</p> <p>Ensures accuracy in data entry / technical processing / invoice clearances / maintenance of records</p> <p>Designs / conceptualizes Info Products</p> <p>Facilitates interaction with Accounts / Relationships</p> <p>Participates in Service Entities & collaborative activities</p> <p>Maintains compliance to on-time reporting, data analysis, metrics management & supporting analysis / presentations</p>
Behavioural Attributes	<p>Innovation & Creativity</p> <p>Organizing & Planning</p> <p>Resource Management</p> <p>Customer Orientation</p>

Career Level 4

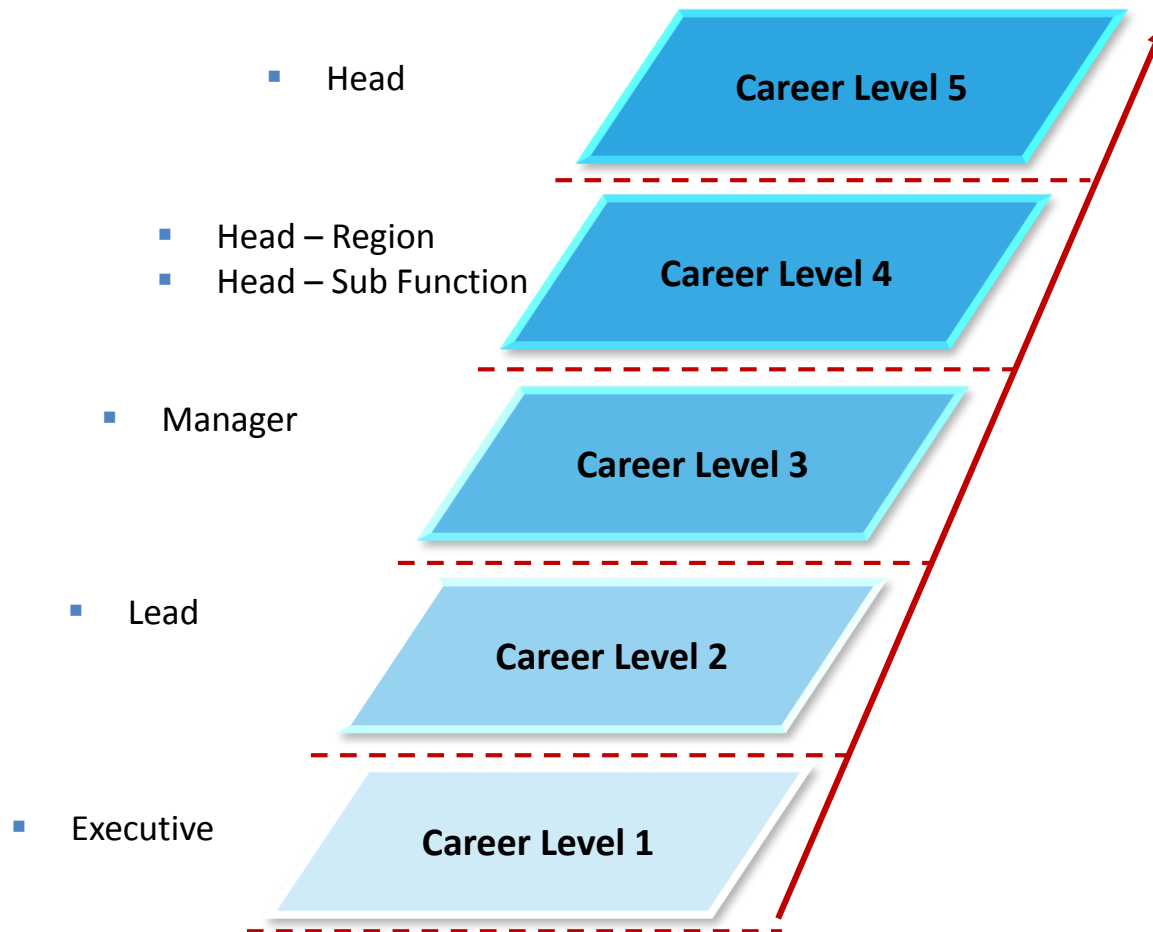
Role	Manager
Prerequisites	<ul style="list-style-type: none"> ▪ Should have a minimum of 15 years of relevant experience including 3 years experience as Lead in TCS ▪ Should have experience in handling and managing a team ▪ Should have experience in planning, managing and executing large drives
Key Responsibilities	<p>Manages medium size IRCs, Leads smaller groups /units with large IRCs</p> <p>Drives unit/ region level target to Budget & Optimization efforts</p> <p>Drives compliance to unit / region level target for customer satisfaction / action plan in IRC Surveys</p> <p>Interacts with Accounts / Relationships for improvement of services & be in line with TCS business</p> <p>Conceptualizes and deploys improvements / enhancements with regard to IRC system, portal, other technologies and tools</p> <p>Conceptualizes / deploys new initiatives & best practices</p> <p>Ensures compliance to BSC target for IRC Process & Service SLAs</p> <p>Contributes / guides as Leads / Owner to ensure quality and relevance of content while closing tickets</p> <p>Ensures compliance to on-time reporting, data analysis, metrics management & supporting analysis / presentations</p> <p>Drives promotion & marketing of Info Products & Services</p> <p>Publishes articles / present papers in various forums / conduct sessions as internal/external faculty.</p>
Behavioural Attributes	<p>Impact & Influence</p> <p>Leadership</p> <p>Strategic Thinking</p>



Career Level 5

Role	Head
Prerequisites	<ul style="list-style-type: none"> Should have a minimum of 20 years of relevant experience, including 5 years experience as Manager in TCS Should have excellent networking skills– internally with the Leadership Team and externally with academics, institutes, etc.
Key Responsibilities	<p>Owens budgeting (allocation of resources / expenditure) and monitors compliance to budgets</p> <p>Achieves target for optimization / savings / consolidation</p> <p>Interacts with Accounts / Relationships to promote IRC resources, Info Products and Services</p> <p>Evaluates and enriches IRC resources with emphasis on electronic resources & digital content to support business information needs</p> <p>Leads / participates in CFT / SIG activities</p> <p>Handles special / collaborative assignments</p> <p>Has ownership for compliance to IRC SLAs</p> <p>Provides guidance as Lead / Owner to ensure quality and relevance to IRC services</p> <p>Plans in achieving the ASI target and ensures the deployment of the action plan for region / processes</p> <p>Plans and conceptualizes branding and promotional activities to improve visibility of IRC.</p> <p>Monitors learning and closes competency gaps of the team</p> <p>Publishes articles / present papers in various forums / conduct sessions as internal/external faculty.</p> <p>Implements Information Technology / Infrastructure/ IRC policies and procedures that meet business needs</p>
Behavioural Attributes	<p>Strategic Thinking</p> <p>Leadership</p> <p>Business Acumen</p> <p>Change Management</p>

Administration - Career Levels



Career Level 1

Role	Executive
Prerequisites	<ul style="list-style-type: none"> ▪ Should be a Graduate / Post Graduate, in Science, Arts, Commerce, preferably qualified from management institutes of repute in relevant streams of Administration ▪ Should have 2 – 4 years service with PSUs / MNCs ▪ Should be willing to work beyond the call of duty and during night shift
Key Responsibilities	<ul style="list-style-type: none"> ▪ Execute the day-to-day activities in administrative functions, coordinating with the enlisted service providers and have expertise in using technology in the core domain to bring about notable changes / improvements to optimize cost / effort and time ▪ Resolve tickets raised in GHD for respective services ▪ Check and record day to day activities in terms of billing / invoicing as per contract ▪ Evaluate day to day operations and services, looking for ways to eliminate waste with avenues to implement process changes and technical improvements ▪ Generate reports as required on a periodic basis and maintain MIS pertaining to all key administrative activities ▪ Supervise service provider staff and be on ground to ensure upkeep of the facility and hospitality services as per laid down norms ▪ Ensures statutory and legal compliances to work & safety in soft services ▪ Update vendor database, records and historical data in the relevant portals of SoFi, CELL, BEACON & Vendor Management
Behavioural Attributes	<p>Initiative/Pro activeness Analytical Ability Continual Learning Organizing & Planning Communication</p>

Career Level 2

Role	Lead
Prerequisites	<ul style="list-style-type: none"> ▪ Should possess all the prerequisites and attributes mentioned in Career Level 1 ▪ Should have 5 - 11 years service with PSUs / Heavy Engineering industry/ Manufacturing Industry / Armed Forces ▪ Should be a mature, motivated individual capable of aligning to the organizational goals ▪ Should have the ability to effectively communicate and collaborate with a diverse range of people, jobs and functions
Key Responsibilities	<ul style="list-style-type: none"> ▪ Ability to supervise both peers & service provider staff in facility operational management ▪ Exhibit /supervisory competence at work level and display leadership qualities, have willingness to take on additional responsibilities ▪ Identify competitive suppliers with country-wide presence for cost optimization ▪ Is accountable for the deliverables and available as an expert for first / second line of maintenance for service provider in the facility and be the first level approach to execute a per supervisor's directive ▪ Have acumen for costing / budgeting for admin operations in the facility ▪ Oversee the arrangements for successful customer visits, obtain feedback from client coordination team and initiate remedial action on the areas of improvement ▪ Validate and verify procurement process in place & budget availability before release of any order ▪ Engage with location / Administration team in streamlining of admin procedures to enhance efficiency to enhance efficiency of Admin functions as per IQMS policies. ▪ Conduct audits for statutory compliance of vendors
Behavioural Attributes	<p>Communication Team skill Innovation & Creativity Problem Solving Resource Management</p>

Career Level 3

Role	Manager
Prerequisites	<ul style="list-style-type: none"> ▪ Should possess all the prerequisites and attributes mentioned in Career Level 2 ▪ Should have 12 – 15 years service with PSUs / Heavy Engineering industry/ Manufacturing Industry / Armed Forces ▪ Should have managed a team of 30 - 50 including contract staff
Key Responsibilities	<ul style="list-style-type: none"> ▪ Possess a good knowledge on TCS processes and procedures ▪ Able to function independently as a supervisor in the assigned domain ▪ Motivate & mould the team for functional excellence ▪ Prepare or revise plan, budget / effort and schedules ▪ Initiate, design, execute and take responsibility for overall results ▪ Ensure cross work-stream dependencies are identified and managed effectively to optimize efficiency, resolve concerns and productivity goals ▪ Possess the ability to train subordinates in Level 1 & 2 and to groom them for higher responsibilities ▪ Ensure fall back options in case of an emergency are in place and minimize the overall impact ▪ Plan, monitor, review activities and reports ▪ Capable of leading a team to deliver and meet the organizational objectives; also keep pace with business demands and growth ▪ Aim for continuous process improvement and drive process changes ▪ Ensure that the necessary audits are completed as per the plan
Behavioural Attributes	<p>Resource Management Diversity Management Impact & Influence Leadership Coaching</p>

Career Level 4

Role	Head- Region/ Sub Function
Prerequisites	<ul style="list-style-type: none"> ▪ Should possess all the prerequisites and attributes mentioned in Career Level 3 ▪ Should have 16 – 21 years service with PSUs / Heavy Engineering industry/ Manufacturing Industry / Armed Forces ▪ Should be well informed on Finance / Government rules regulations / tax/etc and have sound technical knowledge ▪ Should possess good analytical skills especially on budgeting and cost optimization ▪ Should have knowledge on Procurement, supply chain and logistics for quality, statutory norms and optimization
Key Responsibilities	<ul style="list-style-type: none"> ▪ Have the ability to think out of the box and arrive at solutions for problems ▪ Able to plan induction, training, finance management and team building with clear objectives in line with the company policies ▪ Monitor feedback from internal customers and initiate remedial action to enhance customer satisfaction ▪ Network and have the team building skills to create the next level of leadership ▪ Motivate the team and manage resources in terms of manpower, finance and material ▪ Review and submit MIS reports to relevant stakeholders. ▪ Review negotiated costs and recommend reduction in cost wherever feasible by renegotiation without compromising on quality/ delivery time. ▪ Network with key Delivery Manager / stakeholder and CFT of business / support services ▪ Develop competence of the team through training/ interaction and be relevant to changing requirements ▪ Conduct annual review of performance of suppliers based on delivery, quality of materials, compliance to billing process and statutory compliance. ▪ Identify security threats, evaluate options to mitigate the risk and enhance security intelligence
Behavioural Attributes	<p>Coaching Impact & Influence Strategic Thinking Change Management Leadership</p>

Career Level 5

Role	Head
Prerequisites	<ul style="list-style-type: none"> Should possess all the prerequisites and attributes mentioned in Career Level 4 Should have 22 – 25 years service with PSUs / Heavy Engineering industry/ Manufacturing Industry / Armed Forces with MBA / Service Qualification (Defence Studies) Should have at least 10 years of command in appointments in various capacity / leadership roles, with explicit multi tasking, multi domain expertise
Key Responsibilities	<ul style="list-style-type: none"> Track and monitor administration resources are optimized and are aligned with management /company policies/ directives Liaison with local government authorities, competitor(selective) for proactive working and course corrections Ability to run a 10000 seat facility or clusters of small facilities and bring value addition to the organization in terms of innovation, optimization in cost and management. Conversant with policies / procedures & process of SEZ, Imports & Exports Review GHD SLA reports, ensure causal analysis is carried out by the team and remedial action initiated to improve the service levels Use system generated data viz GHD/ Pulse/Beacon/ budget expenses / cell for reference and process changes Review PULSE action points and ensure prompt action to address the suggestions/complaints. Review performance of the various Administration functions and initiate improvements as required. Ensure legal compliance pertaining to administration at maintained. Oversee diverse operations varying from landscaping, estate management to machinery management, fire fighting, bomb disposal, evacuation etc. Review the systems and documentation to ensure audit compliance as per internal audit guidelines. Be accountable to ISU level leadership and be a cementing force between business and facility operations Possess good analytical skills to to rate contracts ; be competent to negotiate and reduce rates based on business volume and market condition Ensure administration function and TCS function are well with in the laid down government norms to highest degree of compliance
Behavioural Attributes	<p>Leadership Coaching Strategic Thinking Customer Orientation Negotiation Skill</p>

Thank You

